

# Implementing System Change Focus on Employment

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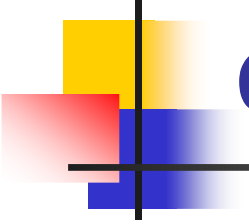
System/agency perspective  
Lessons Learned from Illinois  
July 16, 2007



# Implementing System Change Focus on Employment

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# What can I bring to the discussion?

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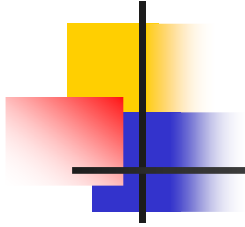
- Explanation of Thresholds
  - Founded in 1959 as a clubhouse
  - Emphasis on employment since the 1960s
  - Organizational respect for research
  - Large, geographically distinct locations
  - Involved with statewide group currently driving system change in employment



# The Value of Work

“the right to employment is as much a symbol of full citizenship in modern society as is the right to vote” (Fabian, 1999)

- “Our work, our recreational and leisure pursuits, our friendships, our membership in our community, all of these are linked to one another. What happens in one area affects the others. (Hagner, DiLeo, 1993)



# Employment Models

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Sheltered work

Fairweather Lodge

Transitional employment

Affirmative businesses

Supported employment



# Sheltered Work

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- Individual paid by the “piece” - usually less than minimum wage
- Work activity occurs in a segregated facility - little opportunity for community integration
- Little room for advancement



# Transitional employment

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- Time limited experience
  - Slots owned by the agency
  - Agency guarantees that the work will get done
  - Tend to be simple jobs
  - Tryout - individual does not expect to get hired by company
  - Company expects the person to be trained by the agency



# Transitional Employment

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## Pros

- clients gain work history
- employer is secure work will get done
- more willingness to try kinds since there is no obligation to hire

## Cons

- can be outside the culture of the work place
- skills developed do not always transfer

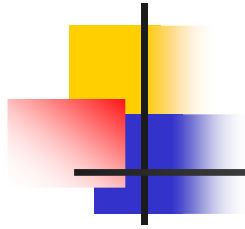




# Fairweather Lodge

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- Philosophy is that consumers must have living skills, a job, and the support of family or friends in order to become contributing members of society
- teaches community living skills, provides jobs and offers membership in a small cohesive group



## Fairweather Lodge (cont)

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- The community living stresses autonomy and self-government
- The peer group takes responsibility for and makes decisions about living tasks as well as work and business aspects



# Affirmative Businesses

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An entrepreneurial enterprise whose primary goal is to operate a successful business which provides meaningful career opportunities for persons who are disadvantaged and who lack potential career opportunities in existing job markets

(DuRand, 1990)



# Affirmative Business similarities to private sector

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- Market competitiveness
- Human resource development
- Need for capital funding
- Leadership
- Management
- Same interest in bottom line



# Affirmative Business differences from private sector

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- Selective hiring practices
- Integrated work force
- Other “bottom line” which is the rehab mission



# Affirmative Business

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- Lessons from Thresholds history



# Supported Employment

- Original model came from the area of developmental disabilities in the mid '80s
- Regulations did not transfer to those with mental illness easily prescribing number of hours a person had to work and how support could occur
- Mental health advocates were able to get regulations changed



# Individual Placement and Support Model

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- Eligibility is based on consumer choice
- Supported employment is integrated with treatment
- Competitive employment is the goal
- Rapid job search is used
- Job finding is individualized
- Follow-along supports are continuous





# Concept of Evidenced Based Practice

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- The push for evidenced based practice in general is because research does not seem to be translating into service delivery
- SE is part of national EBP project that was funded by:  
RWJ Foundation, Center for Mental Health Services of the Substance Abuse and Mental Health Services Administration, NAMI



# Concept of Evidenced Based Practice

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- Education alone does not influence practice behaviors
- The organizational structures need to support the change



# Concept of Evidenced Based Practice

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- Essential components to change practices
  - a) Increase consumer demand
  - b) Change financial incentives and penalties
  - c) Provide ongoing supervisory feedback on practices
  - d) Monitor fidelity to model of service and provide feedback for improvement



# So how does a system change?

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- Review of the GOI (General Organizational Index) to provide issues to consider in change at various levels



# Program Philosophy

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- How do you get management to understand the concepts of supported employment?

This includes consultants, non-vocational leadership. Integration of mental health and vocational has to be evident here to support direct service efforts



# Eligibility/Client Identification

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- How do you track eligibility?

At any time, can your organization say  
how many people want this service

How do you change your program  
evaluation system?

How often do you review those figures



# Penetration

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- Something to think about as a state funder, as a provider

The estimate that is used for supported employment is that of 60%. How do we as a mental health system, a vocational rehabilitation system, a provider network increase access to this service



# Assessment

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- Issues about revisiting assessments.  
How do we know that we are getting at people's strengths.
- How do we know that we are asking more than once if someone wants to work. GOI says annually.
- How do you tie in quality assurance





# Individualized Treatment Plan

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- How often do practitioners ask about work goals. On the mental health side, focus has been on Medicaid billable services and work has been seen as something that happens after treatment, not as part of treatment.



# Individualized Treatment

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- Fidelity scale of supported employment discusses job choices based on person's interests, not the job market. What we include in the assessments should lead us to individualized treatment in job development.



# Training

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- How does your training support the concepts of supported employment?

We have to revamp our training efforts. One shot trainings do little if a practitioner returns to a setting that does not support the concepts



# Training

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- Revisit the essential ingredients on an annual basis

Drift from the model

New information that informs the service system

Re-energizes staff



# Supervision

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- What does supervision look like in your organization

The question we had to ask and make a commitment to change - national issue

EBPs evaluate if supervision is done by someone familiar with the practice

In current FFS conversion, need also to be aware of actual type of service, brain storm around a particular consumer



# Process Monitoring

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- Use of the supported employment fidelity scale to develop local recommendations for a location

Develop a baseline and goals for program that can be focused on within a six month time line. Who is going to do that within your organization. How will you monitor progress, who will follow up?



# Outcome Monitoring

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- Question is: How does your organization establish goals and how does it monitor progress towards those goals

Incorporate information into the IS system

Develop reports that are user friendly, not overwhelming, concise



# Client choice regarding service provision

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- Individualized job development

How do you insure as an organization that this is occurring?

How do you incorporate quality reviews in this process

How do you reinforce this practice as management





# Practice is Integrated into Daily Work

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- Getting ready for DMH fee for service, how does the organization integrate EBP and billing hours

Management has to sit and decide how many non-billable hours will be devoted to insuring quality and fidelity

State authorities need to be aware of EBP time demands in developing rates



# EBP Coordinator/Program Leader

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- Components

Person with responsibility and authority to enact organizational change

Steering committee to review such things as process, and outcome monitoring

Integrate training, quality, case records, supervision to support the EBP

Monitor and address barriers to implementation



# Lessons learned as part of the Johnson and Johnson TA team

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- What not to do.....



# System Change

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- GOOD LUCK!